

### HCM 415 Milestone Five Guidelines and Rubric

Now that you have completed an in-depth analysis of the case study, it is time to provide recommendations. You will recommend a course of action regarding strategic planning in light of the issue the healthcare organization is facing. Be sure to address the following in a 1–3-page paper.

- A. Provide a brief summary of the issue facing the healthcare organization and the aspects you have previously reviewed that relate to the issue.
- B. What course of action would you recommend the healthcare **manager** take in terms of strategic planning around this issue? Be sure to justify your recommendation with evidence.
- C. What recommendations would you make for ensuring identified key stakeholders in the organization are involved in **driving** the strategic planning process? Be sure to substantiate your claims.
- D. How might the organization **better align** its strategic planning and policy processes with its overall mission and vision, particularly with regard to this issue? Be sure to provide evidence to justify your response.

**Guidelines for Submission:** This short paper should be between 1 and 3 pages, not including cover page and references. This paper should be in APA format.

Critical Element	Exemplary (100%)	Proficient (90%)	Needs Improvement (75%)	Not Evident (0%)	Value
<b>Summary</b>	Meets “Proficient” criteria and expertly balances brevity with required detail	Provides a brief summary of the issue facing the healthcare organization and the aspects previously reviewed that relate to the issue	Provides a brief summary of the issue facing the healthcare organization and the aspects previously reviewed that relate to the issue, but response is verbose or has gaps in required detail	Does not provide a brief summary of the issue facing the healthcare organization and the aspects previously reviewed that relate to the issue	5
<b>Recommendations: Manager</b>	Meets “Proficient” criteria and demonstrates exceptional insight into the role of healthcare managers in strategic planning	Recommends an appropriate course of action for the healthcare manager in terms of strategic planning around the issue, justifying recommendation with evidence	Recommends a course of action for the healthcare manager in terms of strategic planning around the issue, justifying recommendation with evidence, but recommendation is not appropriate for the intended purpose, or response has gaps in detail or justification	Does not recommend a course of action for the healthcare manager in terms of strategic planning around the issue	30

<b>Recommendations: Driving</b>	Meets “Proficient” criteria and demonstrates exceptional insight into the role of organizational stakeholders in strategic planning	Makes appropriate recommendations for ensuring identified key stakeholders are involved in driving the strategic planning process, substantiating claims	Makes recommendations for ensuring identified key stakeholders are involved in driving the strategic planning process, substantiating claims, but recommendations are not appropriate for the intended purpose, or response has gaps in detail or substantiation	Does not make recommendations for ensuring identified key stakeholders are involved in driving the strategic planning process	30
<b>Recommendations: Better Align</b>	Meets “Proficient” criteria, and recommendations demonstrate sophisticated insight into the connections between organizational strategic planning and organizational mission and vision	Makes appropriate recommendations regarding how the organization might better align its strategic planning and policy processes with overall mission and vision, particularly with regard to the issue, providing evidence to justify response	Makes recommendations regarding how the organization might better align its strategic planning and policy processes with overall mission and vision, particularly with regard to the issue, providing evidence to justify response, but recommendations are not appropriate for the intended purpose, or response has gaps in detail or justification	Does not make recommendations regarding how the organization might better align its strategic planning and policy processes with overall mission and vision, particularly with regard to the issue	30
<b>Articulation of Response</b>	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	5
<b>Total</b>					<b>100%</b>